

Anton Philips



Table of contents

Introduction	3
Meaning of scores	3
Consistency	3
TMA Talent DNA	4
Ambition & challenges	6
Conformity	7
Confrontation	8
Decision making	9
Dominance	10
Energy & action	11
Extraversion	12
Helpfulness	13
Independent thinking & acting	14
Need for status	15
Need for support	16
Order & structure	17
Persistence	18
Pragmatism	19
Purposiveness	20
Respect	21
Responsibility & leadership	22
Self-esteem	23
Sociability & contact	24
Social empathy	25
Stress management & pressure	26
Variety	27
Conclusion	28

Introduction

TMA Talent Assessment measures Anton Philips's drives, talents, and motivation.

Drives and talents

"Drives" are the building blocks of your personality. In other words, drives define your personality. Drives have a major influence on people's behavior and (potential) development. Talents are positively-worded descriptions and behavioral statements and explanations of behavior that result from high and low drive scores.

Motivation

Drives and talents are the key factors that influence people's behavior. Behavior results from what you can do (competencies and cognitive capabilities), what you want to do (drives and talents), and your specific environment that might be stimulating or hindering your behavior. Tasks and activities that align with your personal drives and talents often motivate you.

Meaning of scores

Anton Philips's responses to the statements introduced in the Talent Assessment are compared to a norm group and converted to a 9 point standard scale (stanine).

In the standard nine, referred to as "stanine", the scores of the norm group scores are divided into nine classes and have a standard distribution with a mean of 5 and a standard deviation of 2. Test scores are interpreted and scaled to stanine as shown in the table below.

Stanine	Class size	Description
1	4%	Very low
2	7%	Low
3	12%	Low
4	17%	Average
5	20%	Average
6	17%	Average
7	12%	High
8	7%	High
9	4%	Very high

Consistency

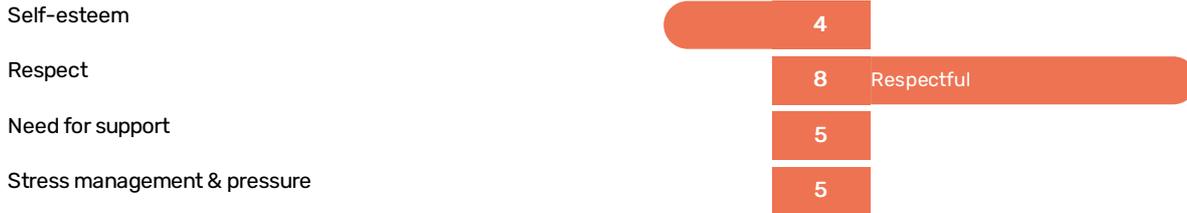
The questionnaire contains a number of questions that measure the consistency of the answers Anton Philips has given. Based on the score below you can indicate how consistently Anton has filled in the questionnaire. Moreover, the consistency score also indicates how accurately this reports reflects Anton's personality.

Consistency score: 7

Anton has completed the questionnaire consistently. The report might provide a pretty accurate image of Anton's personality.

TMA Talent DNA

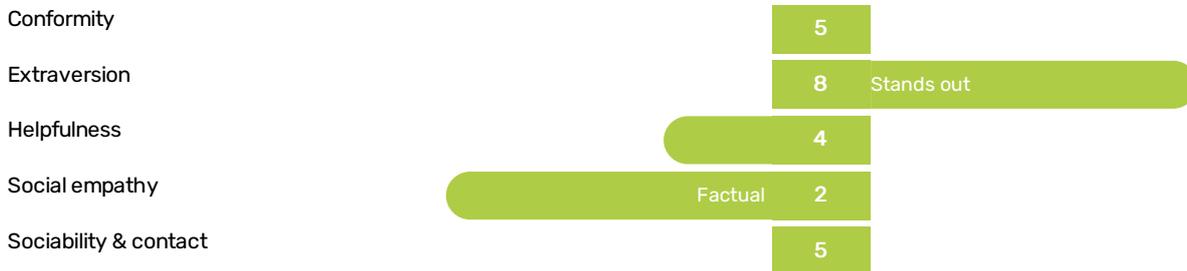
Emotional balance



Motivation



Social talents



Influential talents



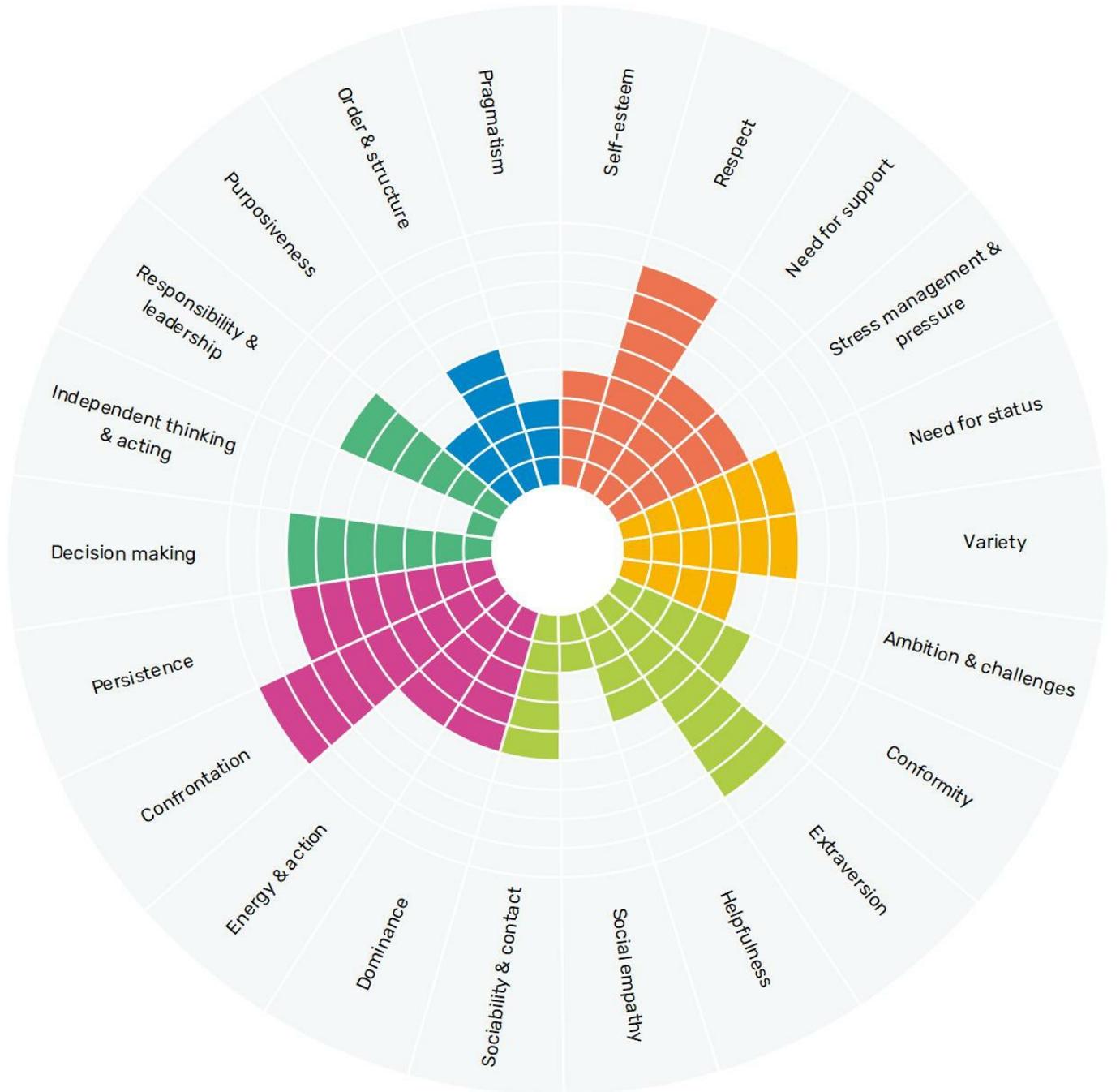
Leadership talents



Organizational talents



TMA Radar



- Emotional balance
- Motivation
- Social talents
- Influential talents
- Organizational talents

Talent signals

Has a healthy drive to perform well without losing a sense of perspective. Finds a proper balance between work and private life. Will make a career move if there is an interesting challenge but rarely puts work or winning in the first place. Has a healthy 'drive' to perform.

Interview questions

1. What matters most to you in your job? What motivates you: salary, status, contentment, influence?

With this question you can find out whether this candidate wants to put effort into something. A healthy balance between different motives can be important. Ambition in terms of salary alone seems insufficient. It is also important that a candidate wants to work because he values his job or the organization.

2. What are your ambitions aiming at most? What were your ambitions and achievements in previous jobs? Who was responsible for those?

Try to find out whether the ambition is aimed toward the candidate himself (his own ego) or toward the success of the group or organization? Successful and ambitious candidates are more likely to attribute success to a group effort than to themselves alone.

3. What have you done in the past in order to realize your ambitions? Why did you make certain choices? What went well and what not so well? Why is that, do you think? Give an example of using your own initiative without people asking for it?

Candidates will readily say that they are ambitious and looking for challenges. This way, you will find out to what extent he actually tries to realize his goals. The question why is particularly important if you want to understand his motivation and passion. Can successes or failures be attributed to him or to others?

Talent signals

Sticks to the rules and frameworks to a reasonable extent; usually complies with guidelines and standard procedures but deviates from them when necessary. Is adequately responsible. Accepts bureaucracy to a certain extent, is able to be informal in appropriate situations. Responds well to reasonable expectations others may have but dares to ignore unreasonable demands.

Interview questions

1. What do you do to be accepted as quickly as possible by new colleagues, employees or clients?

Try to get a view of this candidate's response to new situations. Is he forward in making contact, does he take the initiative? Does he adapt to the situation? Ask how he has done this in previous organizations (e.g. in introductory interviews, or at social events).

2. Have you ever done something for a team without being fully behind it yourself?

You will get a view of the candidate's willingness to make an effort for a team even if it implies suffering a loss of face or having to compromise. Is this candidate an obedient follower? Or will he abandon his team if he can't have things his way?

3. Are you someone who adapts easily? Why? Do you think that rules are there to be followed or to be broken? How flexible are you in following rules? How so?

Talent signals

Needs to clearly set and guard their boundaries. Has a strong sense of justice, likes to fight for it. Often responds assertively, fends strongly for themselves and others. Dares to confront others and to engage in arguments. Shows annoyance when irritated, may be intolerant and sometimes appear aggressive. Doesn't hide their feelings and emotions and addresses tensions, frictions and other annoyances that others may be afraid to bring up – which often clears the air.

Reinforcing talents

Social empathy 2

Interview questions

1. What do you do if something happens that you don't like? How do others respond to your reaction?

You want to know if the candidate dares to confront and, more importantly, in what way he does so. How does this affect others? Is the candidate's reaction aggressive or constructively confrontational? Does he keep the relationship in mind?

2. How do you react when you have a rather blunt person in front of you?

The way in which the candidate responds to this question is probably as revealing as the answer itself. Does he stay calm and indicate that he will discuss the issue or does he lose his cool and react instinctively? Note whether his style matches your organization and work environment.

3. How do you react when someone acts in a way opposed to your values?

You are likely to be looking for someone who can be trusted. Does he retain his honesty or can he be bought, for instance? Does he engage in a confrontation?

Talent signals

Is driven by initiative and a desire to make decisions quickly and efficiently. Likes to solve problems effectively and gets to the point without delay. Holds strong opinions and sticks to decisions, which Anton tends to make without first consulting with others. Responds impulsively when confronted with a choice, considers few options before deciding and has a strong sense of urgency when doing so.

Neutralizing talents

Independent thinking & acting 1 Pragmatism 3

Interview questions

1. What has been the most difficult decision you had to make in the last year? How did you come to make this decision?

You will get a decent idea of the candidate's range of decisions and responsibilities and the way he reaches a conclusion. Does he work intuitively? Is the candidate impulsive or reckless, or does he analyze a situation first and ask for advice?

2. About which problem did you have to think longest last year?

Take notice of the size of the problem in the answer. What would have been the consequences if the problem had not been solved properly? Continue to ask how he found a solution to the problem: from where did he get information, whom did he consult?

3. Have you ever made a decision based on your intuition without being able to rationalize it?

You can ask this question if you feel intuition matters in your organization. If a candidate makes rational decisions all the time, this will show in the entire interview. A candidate may say he does everything intuitively but that is not enough: you will have to see it as well!

Talent signals

Finds a balance between influencing others subtly and doing so more dominantly; knows when to convince others of their will and when to comply. Moderately determines the overall atmosphere and direction of their team, and will define terms and guidelines for others when necessary. May be directive without becoming authoritarian.

Interview questions

1. Could you give an example of a discussion with different points of view in which you were involved? How do you convince others of your point of view?

Note whether a candidate listens to other people's arguments or simply wants to defend his own opinion. Continue asking what exactly he did in the discussion and what the result was. Try not to form your opinion based on the content of the discussion which is less relevant than the way in which the discussion proceeded.

2. Have you ever made a good proposal to a client, colleague or superior that was not accepted? Why was it not?

Candidates will find it difficult to talk about this. Did the candidate eventually succeed in having his proposal accepted and if so: how?

3. Do you work best in a one-on-one situation or within a group? Could you give an example? Why is that, do you think?

Talent signals

Has a healthy need for action and sufficient enthusiasm; finds a balance between being active and stepping aside for a while. Takes the initiative in time without putting pressure on others. Is usually patient enough to wait for others and for matters to come together. Is able to speed up and to slow down.

Interview questions

1. What does a typical week look like? Or how do you organize your day?

Is the candidate an active person? Does he like to get up and get going? Try to estimate the candidate's risk of a burn-out. Is he capable of planning ahead and relaxing? How does he keep his energy and is he able to relax and to prevent himself from burning up? What gives him energy to achieve goals?

2. How do you feel after a long day's work?

You want to know whether the candidate has a high energy level. Be honest about it when hard work and long days are the norm in your organization.

3. What do you do to relax? Do you play sports?

Working hard constantly involves a certain risk. You will want to prevent burn-out in your employees. Does the candidate relax in an active manner or does he only watch television?

Talent signals

Is more extroverted, driven by self-expression. Likes being noted and being the center of attention; likes to talk about their experiences. Is usually optimistic and shows a certain charm. Has a sense of humor, uncomplicated self-confidence and positive feelings about themselves, may be impulsive. Is potentially charismatic, knows how to present themselves, is noticeable in the foreground. May draw attention away from others and come across as self-complacent.

Interview questions

1. Have you ever delivered a lecture or a speech?

Ask further questions. Was the candidate anxious about it? What was the result?

2. Are you ever at the center of attention? If so: how do you feel about it? If not : how do you feel about that? Why? When was the last time it happened?

3. Did it ever happen to you that someone else claimed all the glory for something you did? How did you respond to that : how did it make you feel and what did you do? What do you do if you see this happening to somebody else?

Talent signals

Is prepared to help others when the situation asks for it; finds a balance between assisting and delegating. Knows when to say no and when to make an extra effort; will be either helpful or formal, depending on the situation. Stands up for their personal interests reasonably well. Depends on other people's responsibility when Anton feels they can handle it.

Interview questions

1. Did you ever intercede in a conflict? Could you describe that experience?

You want to know whether the candidate is tactful and helpful. If the candidate has never interceded in a conflict you could ask him to describe another situation in which tact was needed; for instance, a conversation in which he had to break bad news. Likes to help others but does so in an authoritative way which people may dislike.

2. Do your colleagues ever ask you for help? In what area? Why do you think they ask you?

3. In which areas do you think you could support your colleagues? Do you have talents or experience from which they could benefit? Could you give an example of a situation in which you were asked for help?

Talent signals

Is driven by collectivity and working towards a common goal. Likes to deliberate and to work together with their team; is accessible and prefers a collegial harmony. Is an easily managed team player who adapts easily to a group. Tends to follow other people's views; depends on leadership and other team members, may be easily influenced. Has no difficulty accounting for their actions; is transparent. Is sensitive to other people's positions and interests; tends to wait for consensus or approval from others before acting.

Reinforcing talents

Respect 8

Neutralizing talents

Decision making 7

Interview questions

1. Could you give me an example of a solution you proposed that differed from the proposed solutions of your colleagues?

You will get a decent view of the candidate's originality and boldness. Ask further questions why the proposed solution was an original one.

2. Do you 'as far as your work is concerned' prefer to be in a position in which you can do what you please or would you rather be in an environment in which everybody knows what to do? What suits you best? Why?

3. How do you respond to a work situation in which it is unclear who does what, who is responsible, who decides, et cetera? What would you do? Have you ever been in this situation?

Talent signals

Is able to see personal recognition and status in reasonable perspective but cannot do without them completely. Responds reasonably well to feedback and criticism. Is motivated rather by constructive feedback than by sharp criticism; tone is important. Doesn't need recognition from everybody but appreciates an occasional compliment and is extra motivated by approval from the people around them. Understands the importance of a decent and presentable personal appearance. Likes to be noticed to some extent.

Interview questions

1. Do you ever exaggerate, maybe for other people's sake? About what have you exaggerated and what was the reason for it?

Note that these questions may come across as distrustful. Ask them in in as subtle a manner as possible. You can also use this question to check the candidate's CV if you have any doubts about it.

2. Do you ever feel your work is appreciated by others? In what ways? How do you feel about that?

Does the candidate mention 'hard' signs of appreciation (bonuses, better work circumstances etc.) or 'soft' ones (compliments etc.)? Does he seem to have a preference? Is he searching for an answer or easily giving examples? Does it go without saying that he is complimented or does he feel surprised when it happens? You could check this by paying him a compliment and seeing how he reacts.

3. Is it important to you that your achievements are noticed by others? Why?

Talent signals

Finds a balance between a need for support and desire to be independent; knows when to ask for support and when to start something new themselves. Has a certain need to be heard and understood or to share their thoughts and experiences with others but doesn't depend on such conditions.

Interview questions

1. What sort of work environment inspires you?

Try to avert socially desirable answers such as: 'Your organization would inspire me very much.' Continue asking questions about the kind of organization, people, results, targets, et cetera. Does the candidate feel the need for support? If he does not like the job, he is bound to leave quickly.

2. How do you like to get settled into a place? What are your previous experiences in that area?

Does this person need a lot of support or does he prefer to learn the ropes by himself? What about his needs in the long run?

3. Do you ever feel that colleagues need your support? If not, why, do you think? If so, why? Do you understand that need? What do you do? Do you ever feel the need for support yourself? In what situations?

Talent signals

Finds a balance between focusing on the bigger picture on the one hand, and working methodically with focus on detail on the other. Is mostly able to handle chaos and hectic situations. Knows the importance of working systematically but is flexible enough to adapt to changed circumstances. Is able to focus on details when necessary. Values being on time and meeting appointments sufficiently.

Interview questions

1. What requirements do you demand from your work? Do you make those demands for others as well?

High demands are fine but a consistent perfectionist might lose sight of the bigger picture. Question further to obtain a realistic view. Setting high standards may mean something completely different from one person to the next!

2. When do you strive for perfection? Could you give an example?

Consider carefully what is important for your application. Some jobs require perfection in every detail. Someone who is too demanding might get overworked in a position demanding perfection.

3. Do you ever receive comments about pieces you write? For instance about poorly structured sentences or spelling mistakes?

You will also get an idea from the candidate's writing skills based on the CV and his letter or e-mail. Are those structured well? Do they contain mistakes?

Talent signals

Is driven by perseverance; likes to work on intently, to stick to a task or project in order to get it done. Follows a certain direction even when facing severe adversity; will try to overcome any obstacles. Is unlikely to look for easy alternatives or to give up; may risk pursuing dead ends. Is intrinsically motivated to work hard and to finish a project successfully.

Neutralizing talents

Purposiveness 3

Interview questions

1. Did you ever feel you had given up your own judgement or opinion too easily in favor of someone else?

It is not easy for a candidate to answer this question. Ask him for a detailed account of the situation. What did he do and what did he learn from it? It is important that a person learns from his mistakes and goes about it differently next time.

2. What obstacle have you had to overcome recently? What kind of adversity have you had to face recently? What did you do exactly?

You want to know whether the candidate is persistent in his efforts. Does he go the extra mile to achieve a goal or does he give up? Ask why it was difficult and what the result was.

3. What was the most difficult project you have ever done?

Obviously, you are not curious to find out the exact content; you will be interested in the size, complexity and purpose of the project. If the result was negative check what the candidate has learnt from it and what he would do differently next time.

Talent signals

Is driven by a theoretical framework, focuses more on abstract than on concrete aspects. Hardly prioritizes means and money; is not necessarily focused on added value. Values rituals, symbols and special occasions such as birthdays and anniversaries without looking for a pay-off. Tends to be more interested in everyday practice when it is based on a theoretical framework.

Reinforcing talents

Purposiveness 3

Neutralizing talents

Decision making 7

Interview questions

1. Could you describe a situation in which you were very busy? How do you prioritize?

Continue asking questions about the kind of work, its complexity and possible deadlines involved. Does he have to do several tasks at the same time, for instance? Can he see beyond certain problems?

2. Have you ever worked in a team that had lost all its energy? What did you do to improve its functioning again?

The way in which the candidate related the story is probably more revealing than its exact content. Is the candidate practically inclined?

3. Did you ever find a solution to a problem for which old solutions failed?

Make sure the situation is explained clearly.

Talent signals

Is focused more on processes than on attaining results. Commits little to set goals and hardly sticks to them. Is well able to handle vaguely defined objectives; improvises or changes course with ease. May lack a sense of direction but dares to engage in projects without having a clear purpose. Sometimes runs a risk of not attaining desired results

Reinforcing talents

Pragmatism 3

Neutralizing talents

Persistence 7

Interview questions

1. Could you describe the largest problem you have faced over the last year? How did you approach it?

You want to know whether the candidate thinks logically and works purposefully. Does he construct a clear and convincing argument? Take into account that the candidate might be fairly nervous. Try to see through that!

2. Have you ever cast your principles aside in order to achieve a particular goal? Could you give an example?

These are tough ethical questions for candidates. Sticking to principles makes an obstinate impression. Casting them aside affects their integrity. Try to obtain a view of the candidate's purposiveness: to what lengths will he go to achieve his goals?

3. Everybody will back the wrong horse sometimes. Surely, there must have been times when you adopted a strategy that did not have the result you wanted. Could you tell me about this?

This is not an easy question for a candidate. Only ask this question when the interview is well under way, otherwise the candidate might clam up. Make sure the candidate gets a chance to say what he learned from his experience and what he would do differently next time.

Talent signals

Is driven by admiration for inspiring and intriguing people. Is sensitive to superior's positive recognition. Has a strong sense of hierarchy; wants to be recognized and liked by people Anton respects and regards as knowledgeable. Readily follows their advice. Is ready to admire others and express their admiration.

Reinforcing talents

Independent thinking & acting 1

Interview questions

1. Have you ever brushed aside a piece of advice? Could you give an example? Why did you do so?

Candidates who do not heed any advice tend to learn less quickly and be more self-willed. Check the impact of the story. Brushing aside an irrelevant piece of advice is no big deal. Be alert if the consequences are significant. Confront the candidate with the consequences.

2. Did you ever feel you had given in to an opponent too quickly?

Ask him for a detailed account of the situation. What did he do and why did he give in so easily?

3. Do you prefer to work in a more formal or informal environment or organization? How would you define that? Why do you prefer that?

Talent signals

Finds a balance between taking responsibilities and allowing others to be in charge. Is able to delegate or pass on tasks but is unlikely to do so without having a good reason. Takes charge in certain situations; knows when to follow somebody else. Will usually accept a superior's decisions but is likely to revolt when Anton feels a decision is wrong or unreasonable.

Interview questions

1. What qualities does an (account manager, executive officer, et cetera) need to have? Why are those necessary?

The way in which the candidate answers the question matters more than its content. Is the candidate well informed and able to present this information? Continue asking questions. And, do you have those qualities? How do they appear? Could you give an example?

2. About what have you got most wound up, recently?

Be clear about it in the interview when pressure and stress are part of the job. A candidate who gets upset over small things may not be the best person to be in charge. Continue asking questions about the exact situation!

3. How would you describe the relationship with your employees during your career? For instance, in the last two positions? Were there ever problems? If so, what do you think caused them? Could they be solved? What do you think went well? What would an ideal relationship with your employees look like?

Note how the candidate describes his employees: does he feel responsible for their behavior; does he feel he can exert influence (that is to say, direct them)? What leadership style does he find typical for himself? An unproblematic work environment does not exist so make sure you are not brushed off easily! Note the size of the problems mentioned. With relatively small problems it might be interesting to find out what made this environment so successful.

Talent signals

Has sufficient self-confidence, finds a balance between stability and sensitivity. Is mentally stable and usually understands the consequences of mistakes. Is realistic and sufficiently self-critical, can handle mistakes and is usually not held back by the fear of making them.

Interview questions

1. What presentation are you most proud of and why?

A detailed description of its content is not necessary. Continue asking specifically for reactions to and effects of the presentation.

2. What are your strengths and weaknesses?

A very common question. Candidates tend to prepare well for this question. Continue asking questions about the various qualities they mention. Continue asking questions about the various qualities they mention. Continue asking questions about the various qualities they mention. Watch out for qualities a candidate does not mention such as intelligence and practical or communicative skills; these qualities are often more revealing than the ones that are mentioned.

3. Did you ever feel that you had given in too soon?

It is not easy for a candidate to answer such a question. Ask him for a detailed account of the situation.

Talent signals

Finds a balance between building and maintaining relationships on the one hand and working by themselves on the other. Is fairly team oriented but has no difficulty being alone. Reasonably invests in friendships and contacts but not at any cost; knows when to be to the point and when to be amicable. Is unlikely to see a friend in everybody. Likes to communicate to a certain extent but knows when to be quiet. Values social events and networking but is unlikely to lose themselves in such activities.

Interview questions

1. When do you consult with your colleagues or superiors before you take action?

Even if you are looking for an independent person it is still interesting to know whether he is able to work together with others. Ask for examples which show that he has consulted with others despite his independence. You do not want to end up with a walking disaster in your organization!

2. Could you describe a situation in which you worked very well together with a team?

Ask further questions: What was the purpose of the team; What did you contribute; Why do you think it went so well; What have you achieved as a team? You could then also ask about teams in which the co-operation went less well.

3. Did you ever work in a team that did not function properly? What did you do to solve that problem?

This way you can see whether the candidate takes initiative, either officially in charge of a team or not. Which role does the candidate adopt? Does he feel responsible for the team result?

Talent signals

Focuses on facts and functionality; responds to concrete, visible behavior. Can be blunt in their communication; is very straightforward, may seem to lack subtlety. Is straightforward in their approach; is usually only empathetic when it is required. Has no difficulty placing business interests before other people's personal interests and feelings. Has little difficulty making unpopular decisions or communicating tough messages that may have negative consequences for other people.

Reinforcing talents

Confrontation 9

Interview questions

1. Do you consider yourself to be a relatively empathic person or not? Could you elucidate? Do you think empathy is important for this position? Why or why not? Does that connect to your experience? In what ways does it or does it not?

Pay attention to the candidate during the interview: is he really a good listener? Listening is not just hearing what is said but actually doing something with that information. Does the candidate summarize what you say and come back to it in his replies?

2. Are you a good listener? How does that show?

Talking about this is not easy for candidates. Make it clear to the candidate that it is not bad in itself if something goes wrong as long as he learns from it. What did the candidate learn and what would he do differently next time?

3. Has something ever gone awfully wrong because you did not listen properly? What did you do?

Talent signals

Is able to handle both stressful and relaxing situations, and to perform under a certain amount of pressure. Will not immediately lose their cool when put under stress but is unlikely to remain stoical under all circumstances. Is perceptive to complaints and problems and tends to respond to them adequately; prioritizes or pays attention to them depending on a situation. Works best in an environment where pressure and excitement are balanced with peace and calm.

Interview questions

1. About what have you got most wound up, recently? Do you feel you were right to do so?

Be clear about it in the interview when pressure and stress are part of the job. A candidate who is stressed out over virtually nothing is better off not working in your organization. The answer to this question might indicate whether the candidate is easily upset. Do continue asking questions about the exact situation!

2. Everybody is impatient sometimes. When was the last time you were impatient? What happened and what did you do?

Someone who is aggravated over nothing apparently does not manage stress effectively. Try to get a full view. You might want to ask for a second example later on in the interview to check your initial perception.

3. It is not always possible to stick to an appointment. When was the last time this happened to you? What did you do to try to prevent this from happening?

Make it clear to the candidate that it is no big deal not sticking to an appointment. As long as he did all he could to try to avoid the situation and learned something from it. Ask what he would do differently next time.

Talent signals

Is able to either spread their attention or focus on a limited number of tasks. Prioritizes when necessary and is able to concentrate when the situation calls for it. Appreciates stability but handles change reasonably well. Has a healthy interest in new matters and experiences and a reasonable eye for their surroundings.

Interview questions

1. Do your thoughts ever wander? When does that happen? What do you do?

Everybody's thoughts wander sometimes. You want to know whether this happens more often than usual to the candidate and whether he has difficulty regaining focus. Take into account how the interview is going; is he easily distracted or does he stay focused?

2. How do you experience change at work or within your work environment? Could you give an example? How do you deal with it?

You want to know to what extent the candidate warms to new experiences and/or developments; does he regard them as a necessary evil or does he welcome them?

3. An organization's policy sometimes changes. Have you had to deal with this in your position recently? How did you respond? What else could you have done? What didn't you?

You want to find out how the candidate responds to change in his position, tasks or organization. You want to know whether he can deal with change.

Conclusion

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